



***THE POSITIVE POSSE'  
STEERING THE MONROE COUNTY REWARD  
AND RECOGNITION VOYAGE  
FIRST BUOY – ANALYZE THE DATA***

*We should be careful to get out of an experience only the wisdom that is it – and stop there: lest we be like the cat that sits down on a hot stove lid. She will never sit down on a hot stove lid again – and that is well; but also, she will never sit down on a cold one anymore.*

*Mark Twain*



# POSITIVE POSSE' TEAM RULES FOR SUCCESS

- Listen with an open mind.
- Respect for each other.
- Appreciation of Diversity
- Trust and confidentiality
- Keep the Focus.
- Commitment, dedication, and mutual accountability
- Keep sense of humor.
- Everyone has a voice.

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# FIRST BUOY AGENDA

- Welcome, Working Agreement
- State of the Ship--Convene
- Steering the Course—Vision, Mission, Values
- Step 2: Validation (data and opportunity statement)
- Lunch
- Step 3: Analyzing
- Next Steps
- Closing



# POSITIVE POSSE' CONVENE

- Status Update
- Assess the Crew
- Communication Successes and Situations
  - Reward/recognition not always understood
  - Sharing about awards (little public recognition)
  - Perception
  - Good response to being asked
  - Not being used consistently, comp
  - Feel no connection to EOM





# MAN IN THE DESERT EXERCISE

## LET'S REVIEW YOUR PROBLEM SOLVING METHOD

- What behaviors helped
  - Listening
  - Each opportunity to talk
  - Open-mind
  - All possibilities considered
- What behaviors hindered?
  - Lack of information



# PROBLEM SOLVING PITFALLS

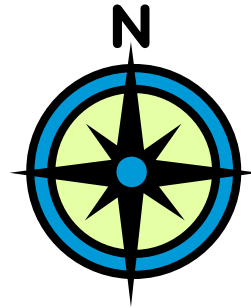
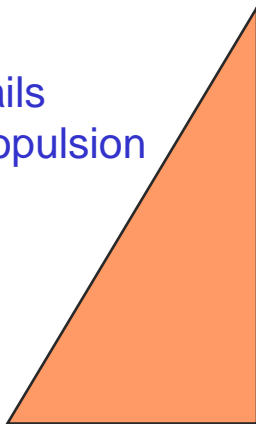
- Making Assumptions
- Differing Perceptions
  - Lack of clarity re: definition of package, definition of opened
- Not listening
  - Pre-occupied with our own ideas and opinions
- Use of lateral thinking skills
  - Creativity



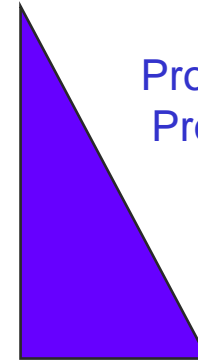
# CORNERSTONES OF LEADERSHIP



Full Sails  
Provides propulsion



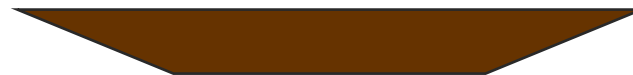
Proper Sail Trimming  
Provides Behavioral  
Direction



***Vision: What will we become in the future?***

***Values: What do we believe in?***

Solid Hull provides the Foundation



***Mission: Why do we exist? What's the purpose?***



# UTOPIA IN THE FLORIDA KEYS WHAT WILL WE BECOME IN THE FUTURE



Full Sails  
Provides  
propulsion

Working and learning  
together to maintain  
the diverse community  
by preserving the  
natural resources and  
habitat that makes us  
a unique and preferred  
place to live and visit!





# OUR MISSION THIS IS OUR PURPOSE WHY WE EXIST!

- The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

*THE SOLID HULL  
PROVIDES THE FOUNDATION*



## OUR VALUES

### WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”S

- Competence = knowledge
- Creative = new ideas
- Committed = career as a calling to public service
- Concern = fiscal responsibility
- Care = positive and supportive work environment
- Communication = exchange of ideas
- Continuity = fairness, equality and sustainability

Proper Sail  
Trimming Provides  
Behavioral Direction



## OUR VALUES

### WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”s

- **Competence = knowledge.** We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.



# HOW DOES THE POSITIVE POSSE' OPPORTUNITY STATEMENT SUPPORT THE MVV?

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County recognition and reward system has not been fully utilized over the past several years.

- Working together
- Learning together
- Environmental preservation
- Emergency response
- Outstanding public service
- Responsiveness to needs
- 7 Cs



# HOW DOES THE POSITIVE POSSE' WORKING AGREEMENT SUPPORT THE MVV?

- Listen with an open mind.

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- Respect for each other.

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- Appreciation of Diversity

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- Trust and confidentiality

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- Keep the Focus.

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- Commitment, dedication, and mutual accountability

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- Keep sense of humor.

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- Everyone has a voice.

- Working and learning together

- Maintain diverse community

- Preferred place to live

- Outstanding public service

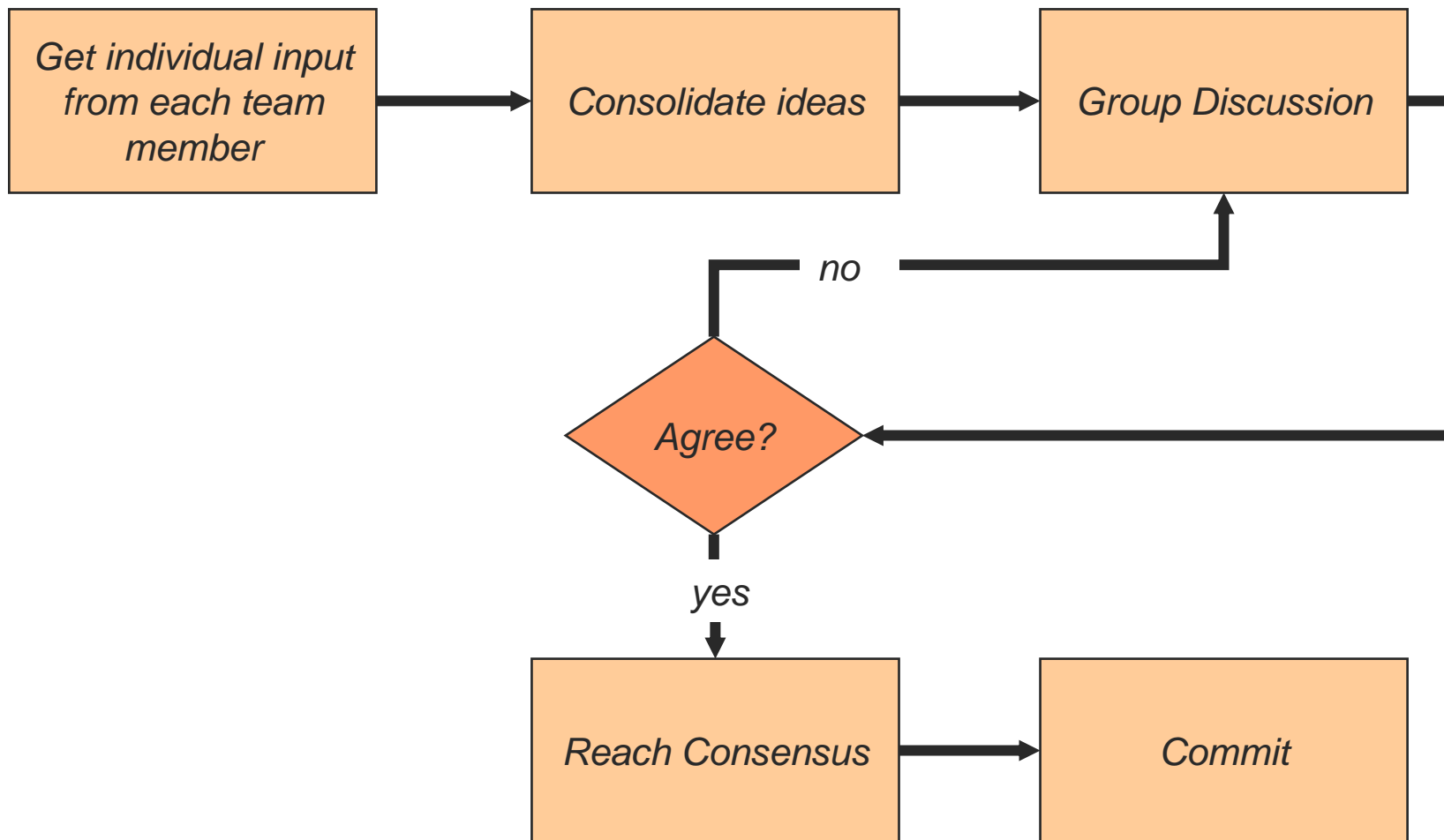
- Responsive to needs of our citizens

- Keep the focus on our community and unique environment

- 7 Cs

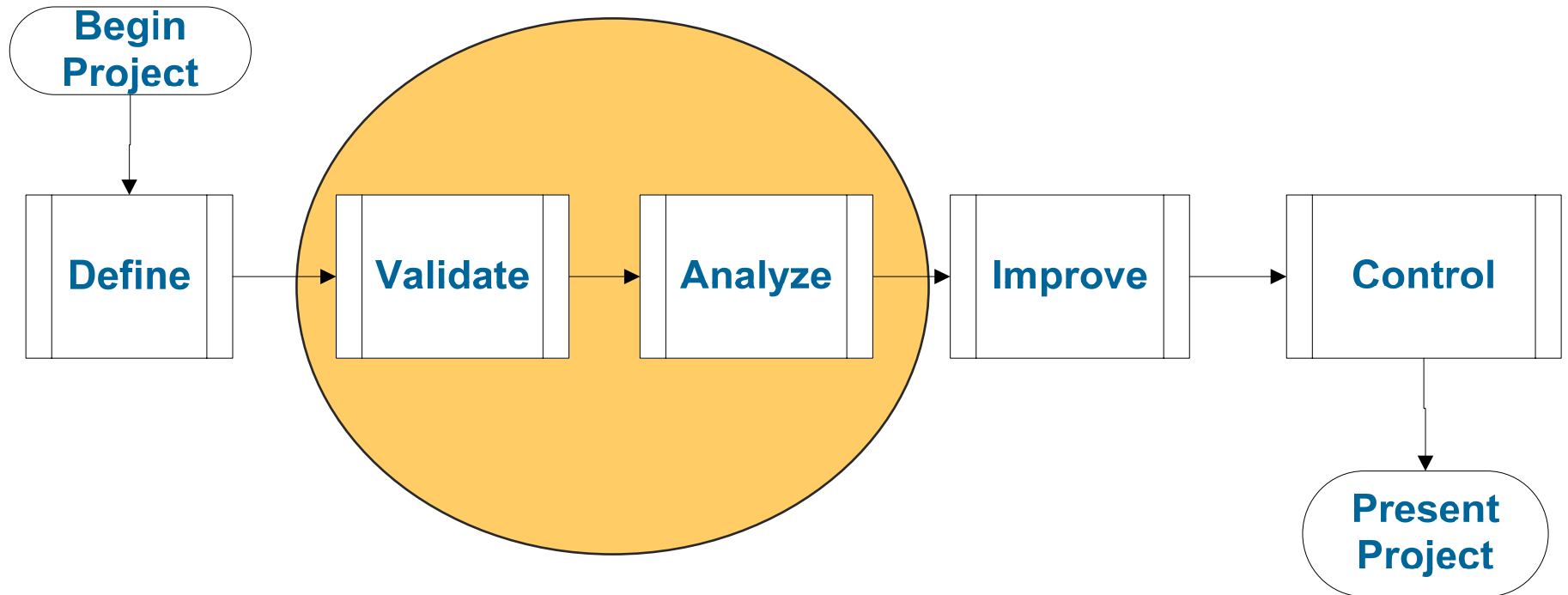


# OUR PROCESS FOR REACHING CONSENSUS





# HIGH LEVEL PROCESS FLOW





Define

# OPPORTUNITY STATEMENT

## Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County recognition and reward system has not been fully utilized over the past several years.

## Linkage

1. County Administrator's '05-'06 goal to focus on employee retention
2. The Sterling criteria requires Senior Leaders to take an active role in recognizing and rewarding employees to reinforce high performance and a customer focus.
3. Alignment with Vision, Mission, and Values

## Outcome

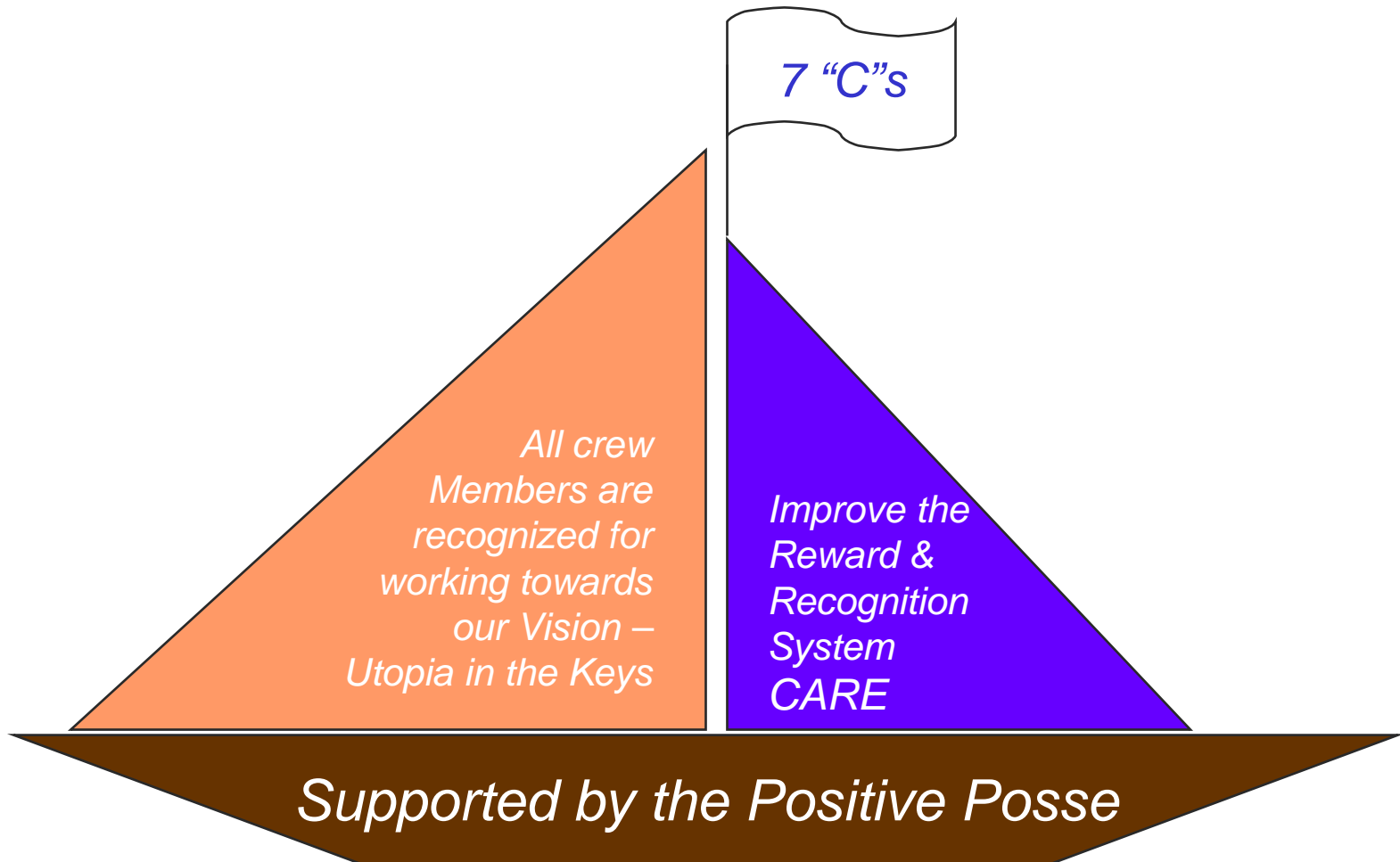
A systematic process which can be measured and continuously improved to increase the retention.

Increase in amount (or percentage) of employees receiving recognition<sup>16</sup>



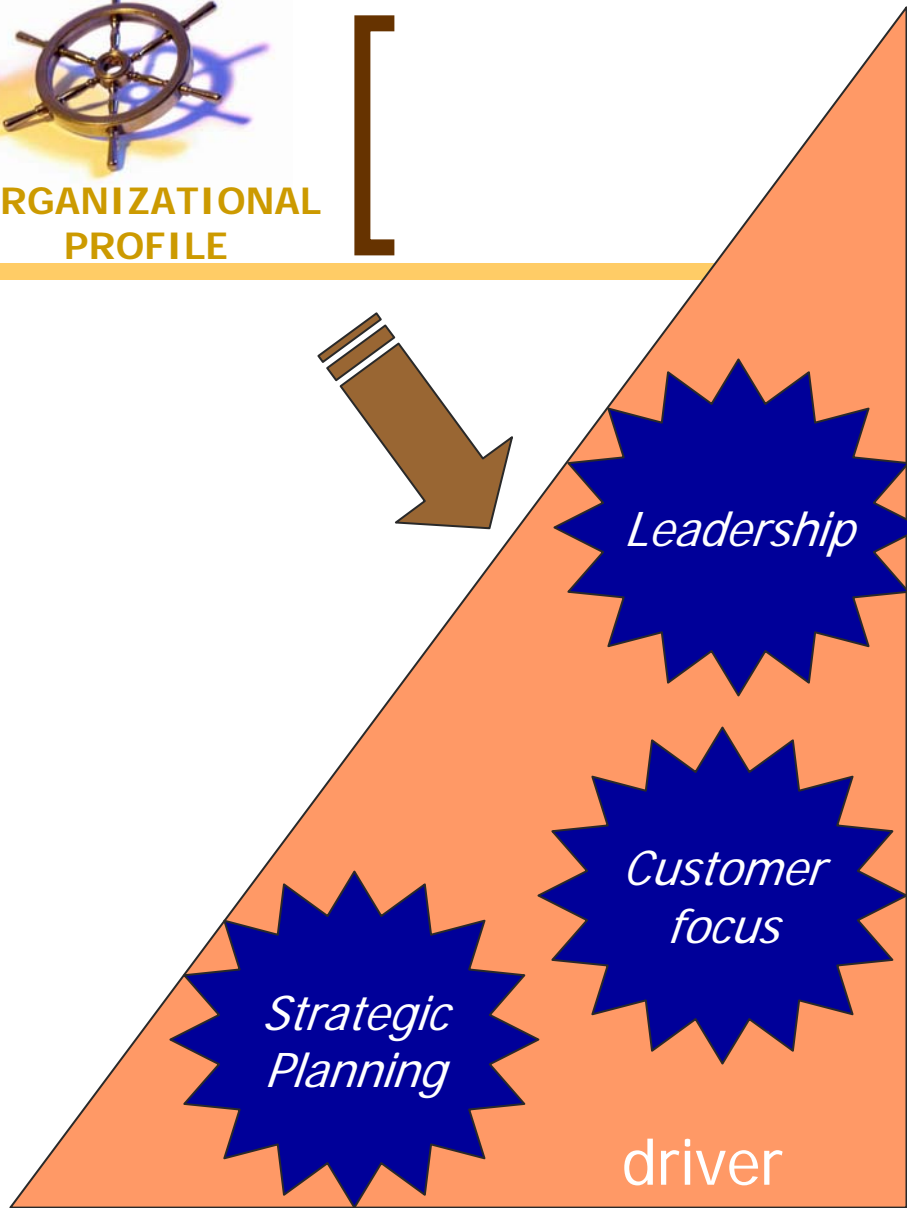
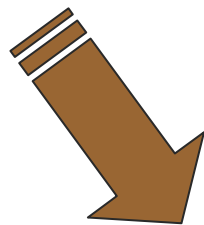


# MISSION OF THE POSSE LINKED TO ALL OF MONROE COUNTY

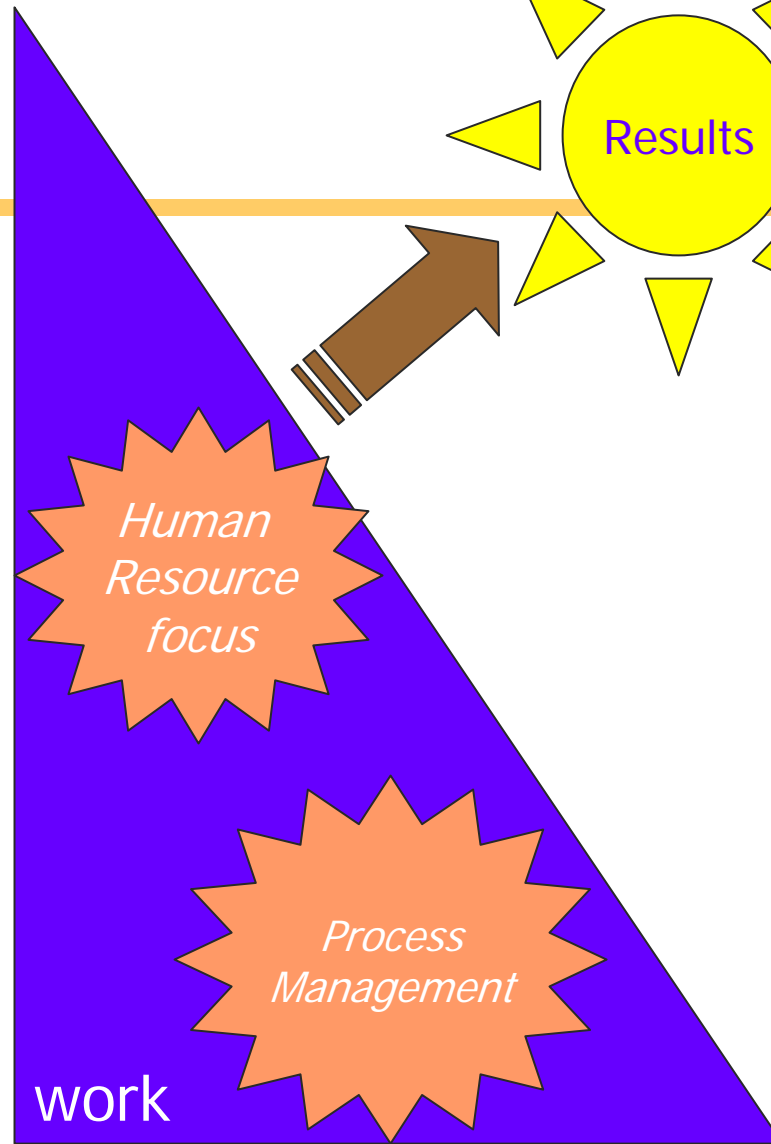




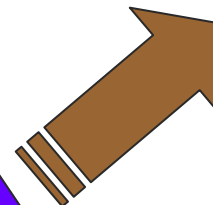
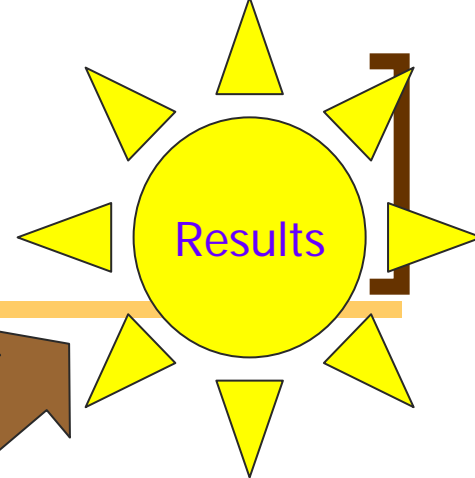
ORGANIZATIONAL  
PROFILE



driver



work



*Knowledge Management*



Validate

# REVIEW OF VALIDATION STEPS

- ✓ What question(s) need to be asked to determine if the opportunity exists?
- ✓ What data are available to answer the question?
- How should the data be presented?
- Does it align with our original opportunity statement?



# WHAT DO YOU BELIEVE THE DATA WILL TELL US?

## ■ List of Assumptions

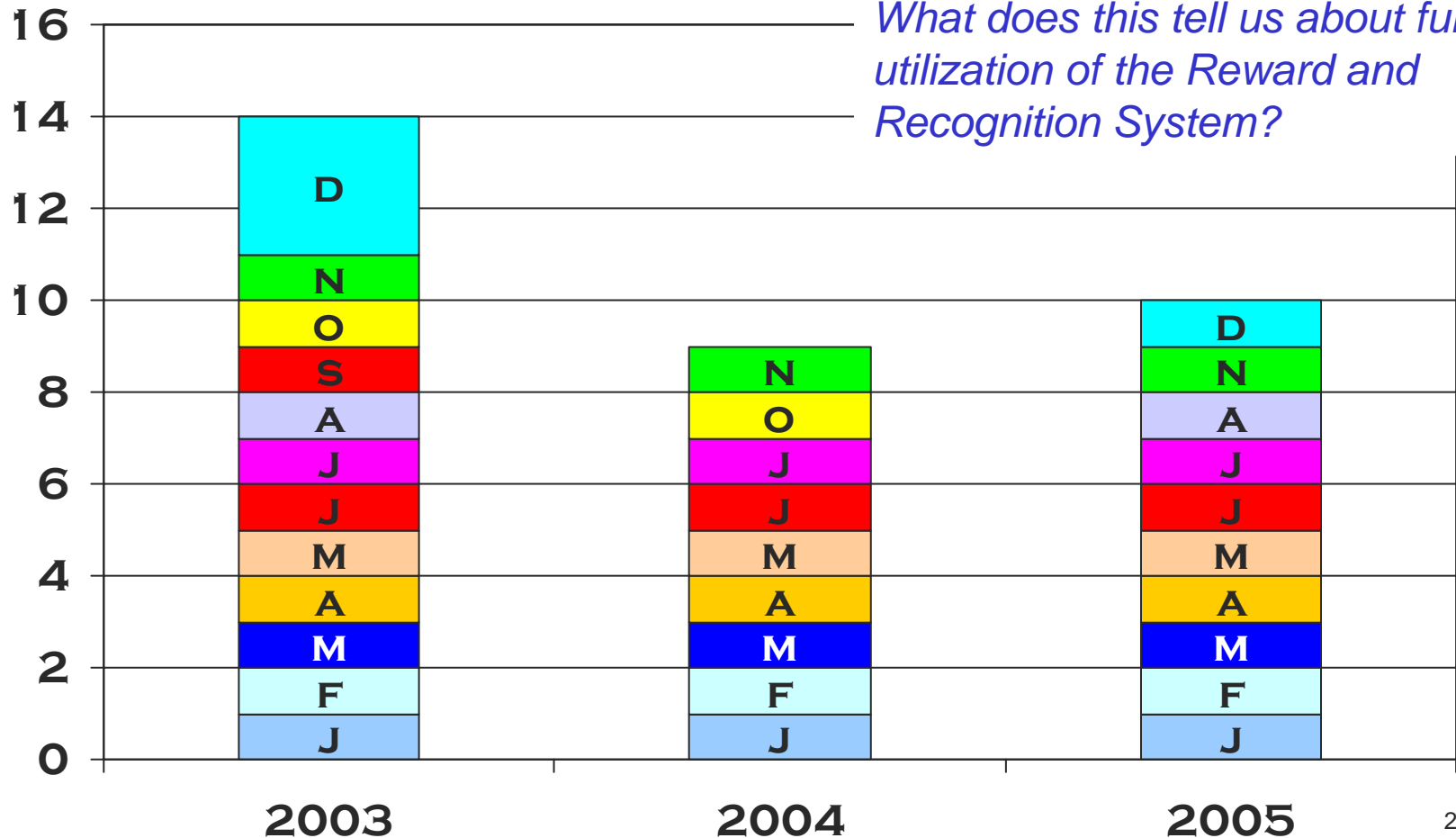
- Little more rewards and recognition than anticipated
- Less employee satisfaction
- Lower number of awards compared to number of employees
- Information not shared
- Under utilized process
- Process not fully understood
- Not all data received transfers into information
- Not all information transfers into data
- Different types of awards/rewards



# TO VALIDATE WE MUST PROVE LACK OF “FULL UTILIZATION” (12 AWARDS A YEAR) WERE ALL DEPARTMENTS INVOLVED?

*Employee of the Month Program*

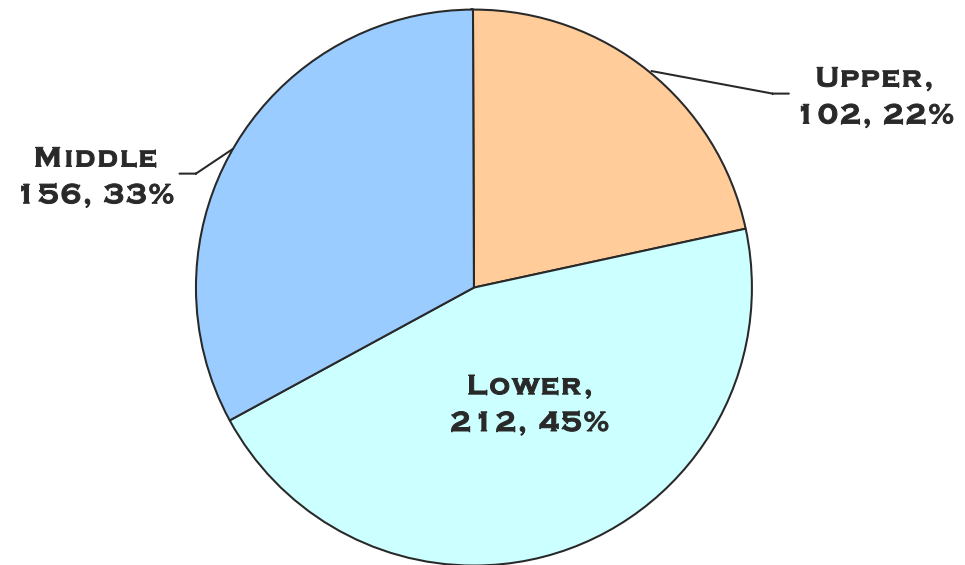
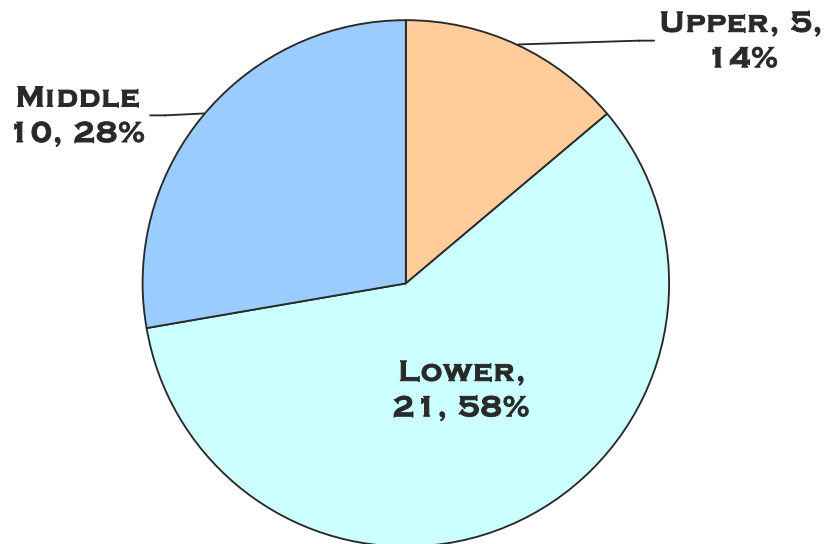
*What does this tell us about full utilization of the Reward and Recognition System?*





# TO VALIDATE WE MUST PROVE LACK OF “FULL UTILIZATION” (12 AWARDS A YEAR) WERE ALL LOCATIONS INVOLVED?

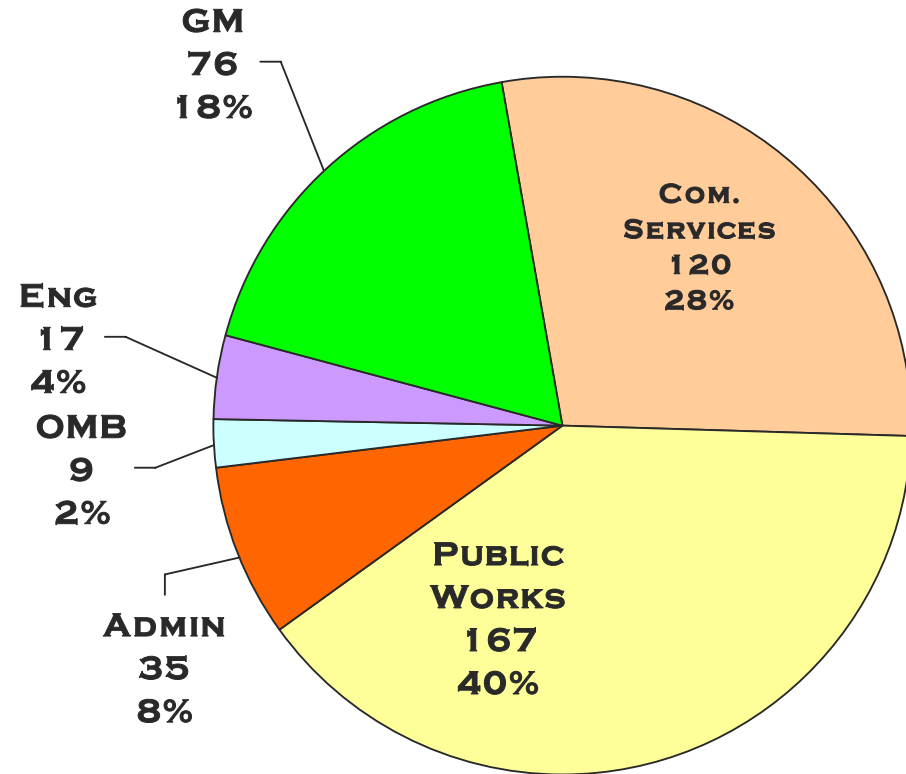
*Lower Keys has  
received the  
majority of the  
EOM awards*



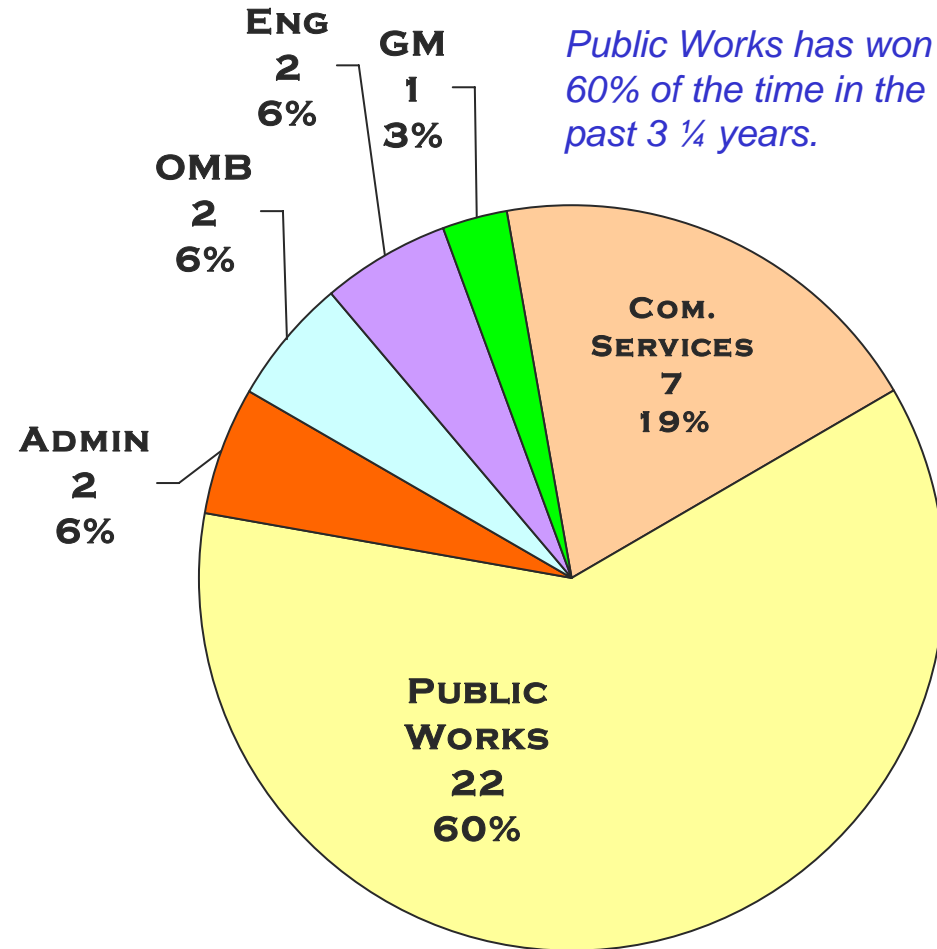
*As a percentage of total employees  
eligible .....*



# TO VALIDATE WE MUST PROVE LACK OF WERE ALL DEPARTMENTS INVOLVED?



*50% of the time the number of EOM awards exceed the ratio of the division's total number of employees*

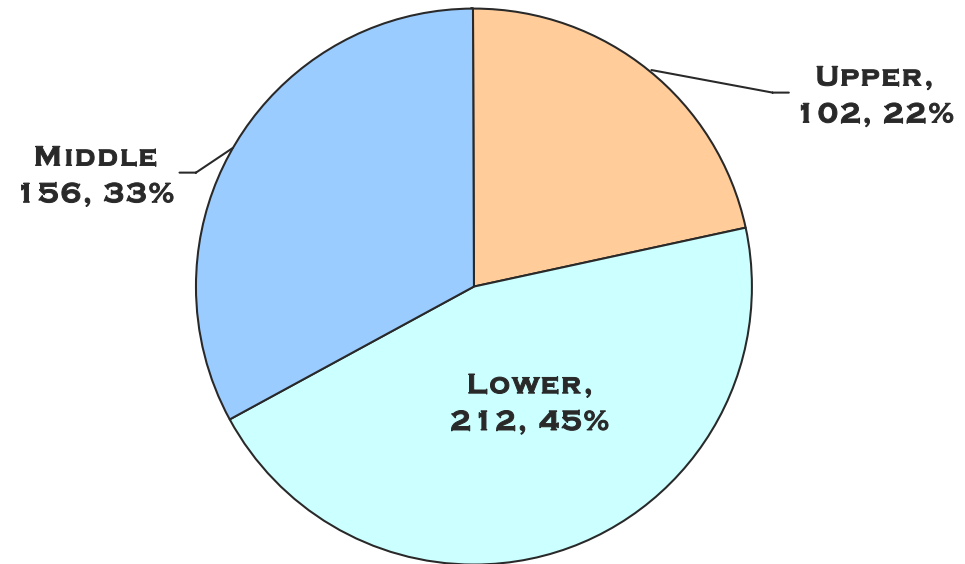
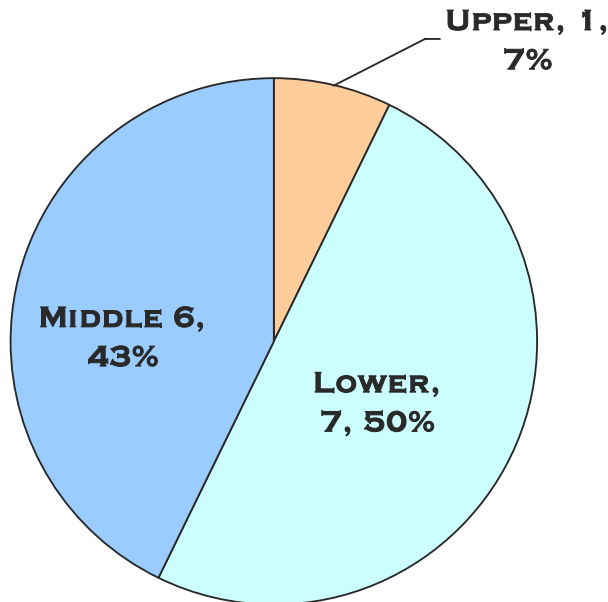


*Public Works has won 60% of the time in the past 3 1/4 years.*



# EOM NOMINATION RESULTS NOV '05 – APRIL '06 WERE ALL LOCATIONS INVOLVED?

*Lower Keys  
has received  
the majority  
of the EOM  
nominations*



*As a percentage of total employees  
eligible .....*

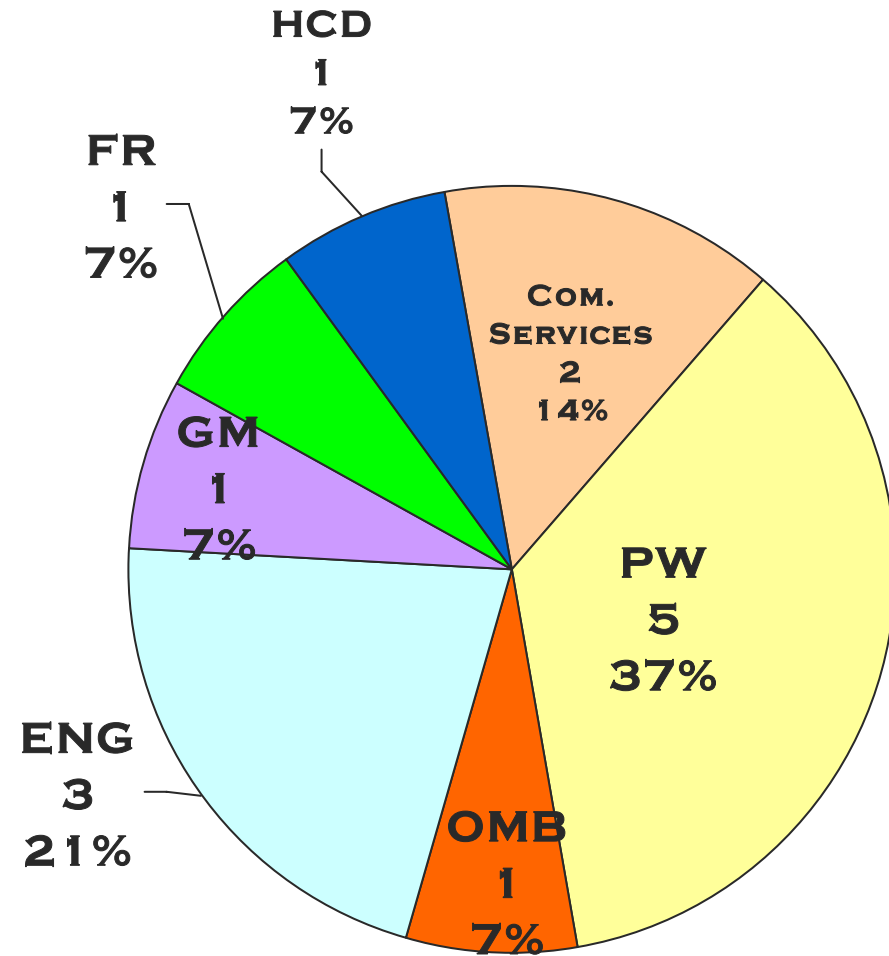
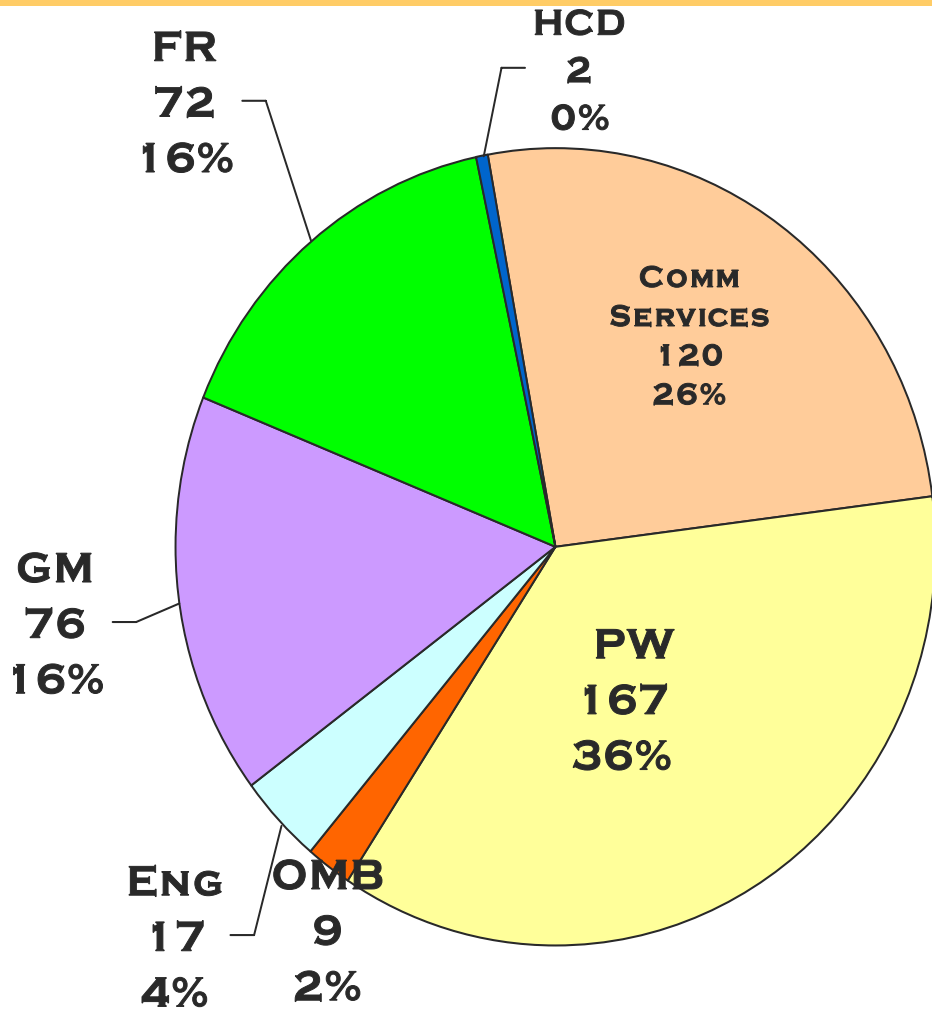




# EOM NOMINATION RESULTS

## NOV '05 – APRIL '06

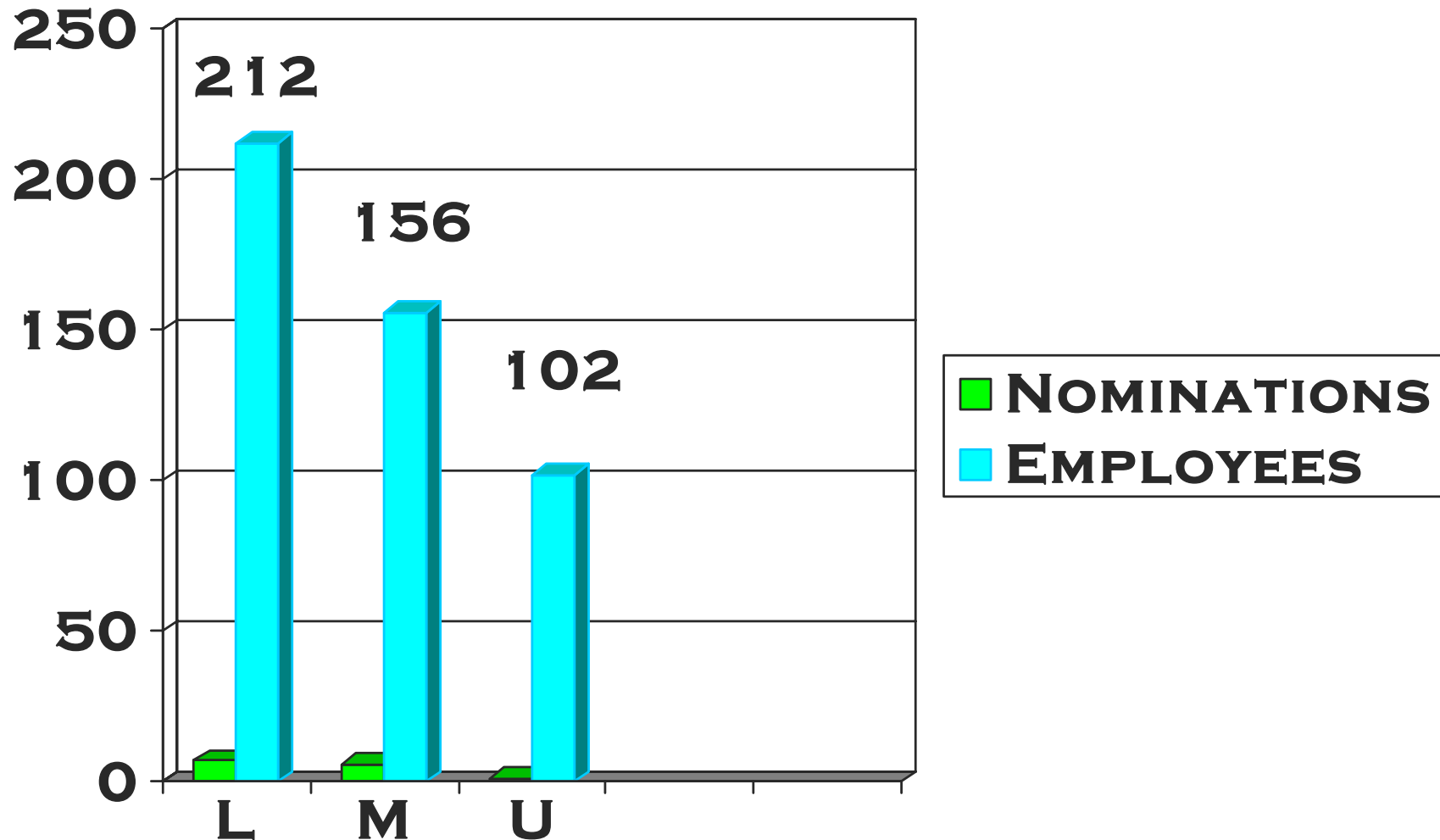
### WERE ALL DEPARTMENTS INVOLVED?





# EOM NOMINATIONS VS. EMPLOYEE ELIGIBILITY

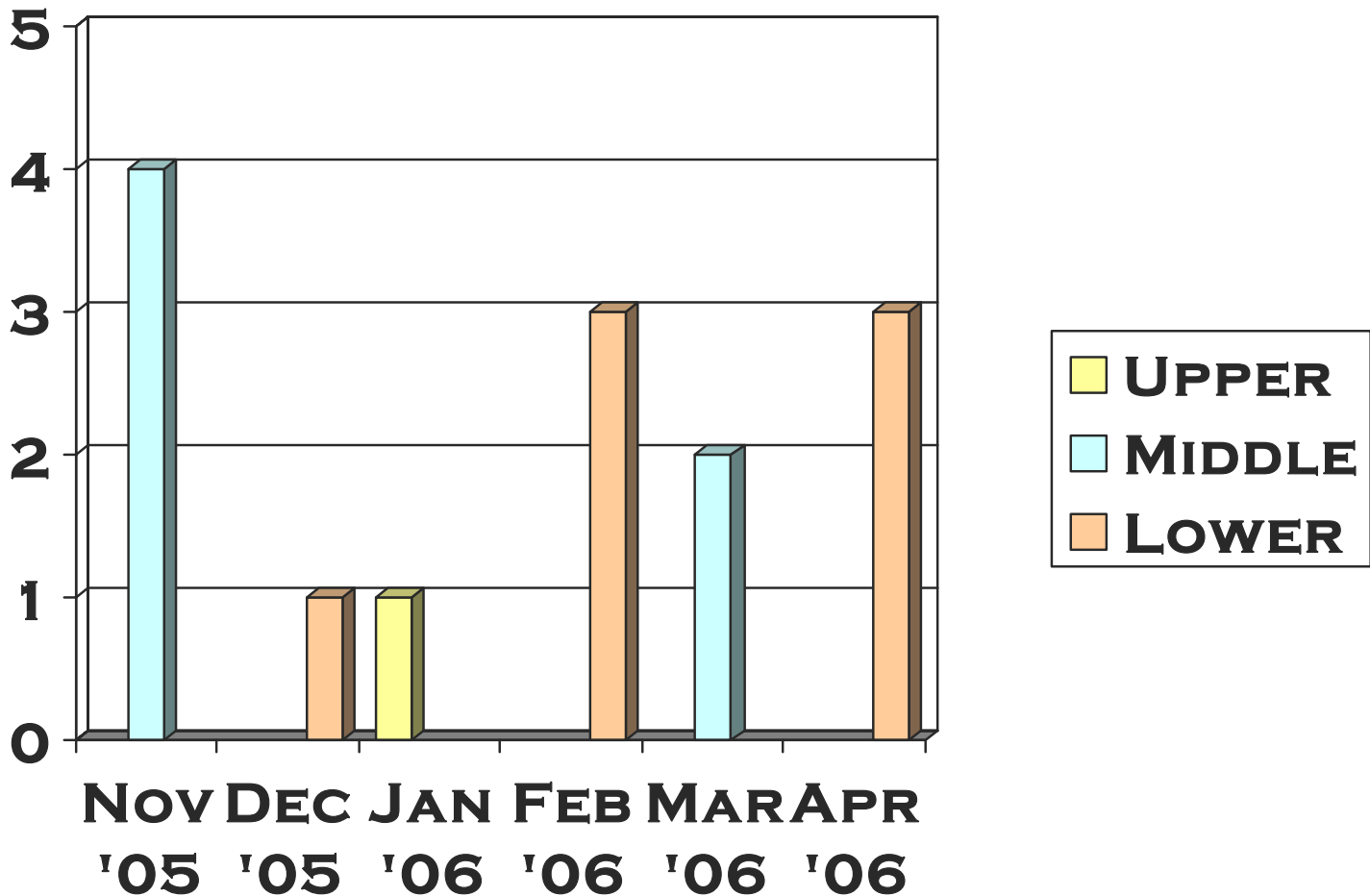
Nov '05 – APRIL '06





# EOM NOMINATIONS BY LOCATION

## Nov '05 – APRIL '06





## WHAT DID YOU LEARN FROM THE CHARTS?

- Flawed system
- Validated that process needs improvement
- Validated that process is not fully utilized
- Inequity in process (location, division, number nominated and receiving)
- Lack of participation



Validate

# REWRITE OR RESTATE OPPORTUNITY STATEMENT

- If the data support your opportunity statement, summarize your information and your project
  - Inconsistent use of the process in 2003 fourteen 2004 nine, 2005, ten
  - Our review of the data show full utilization is not present or in compliance by comparing number of employees to number of nominations from Nov '05 to April '06.
  - Inequity by locations and divisions
- If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity



Analyze

## STEP 3: ANALYZE THE OPPORTUNITY WHAT IS THE ROOT CAUSE?

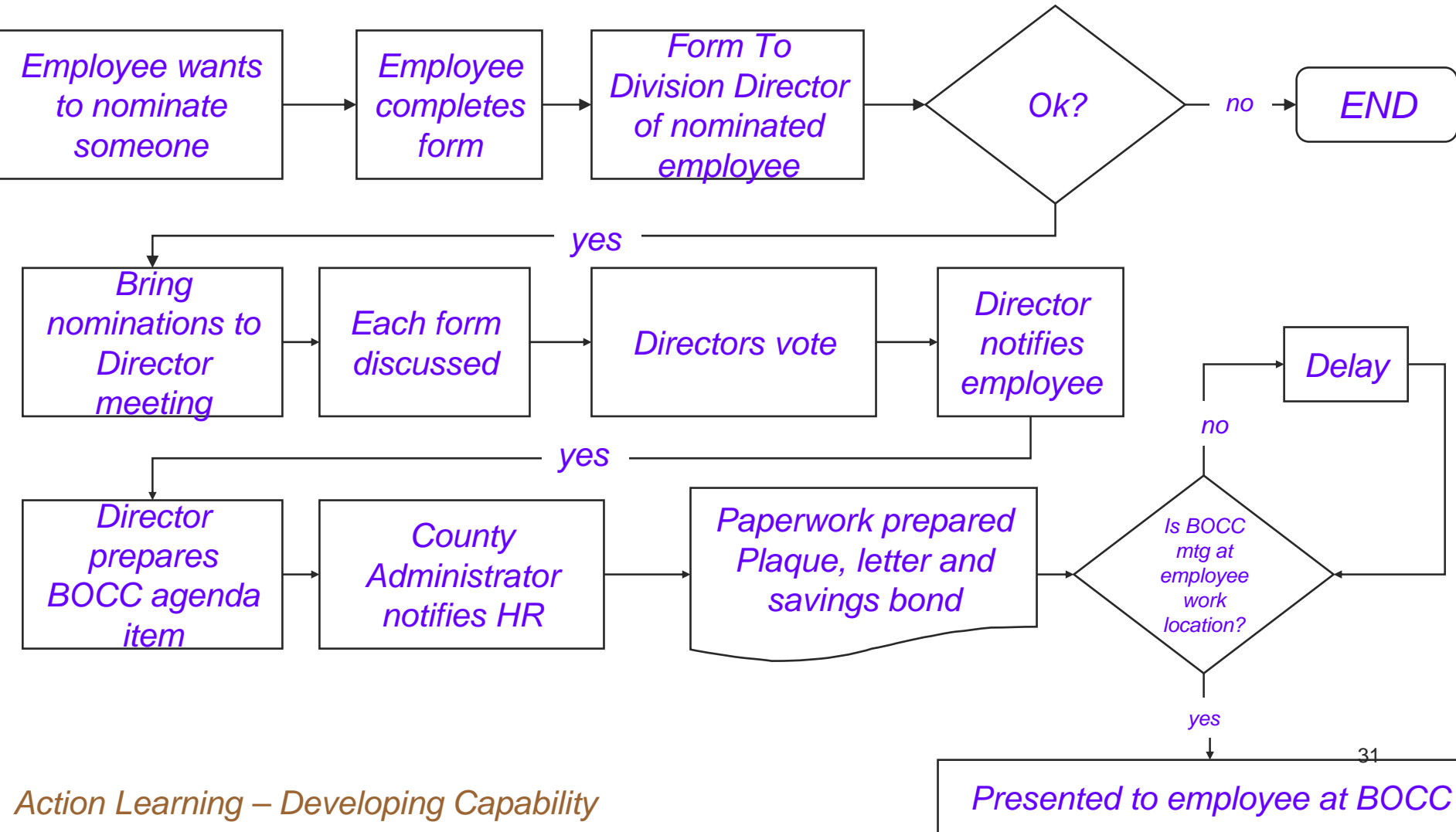
The purpose of the Analyze Step

- To understand the root causes of the problem by identifying the gaps in the process
- The analyze step studies the current process performance
- Uses the detailed brainstorming and/or selection process to determine the optimum part of the process to be improved.



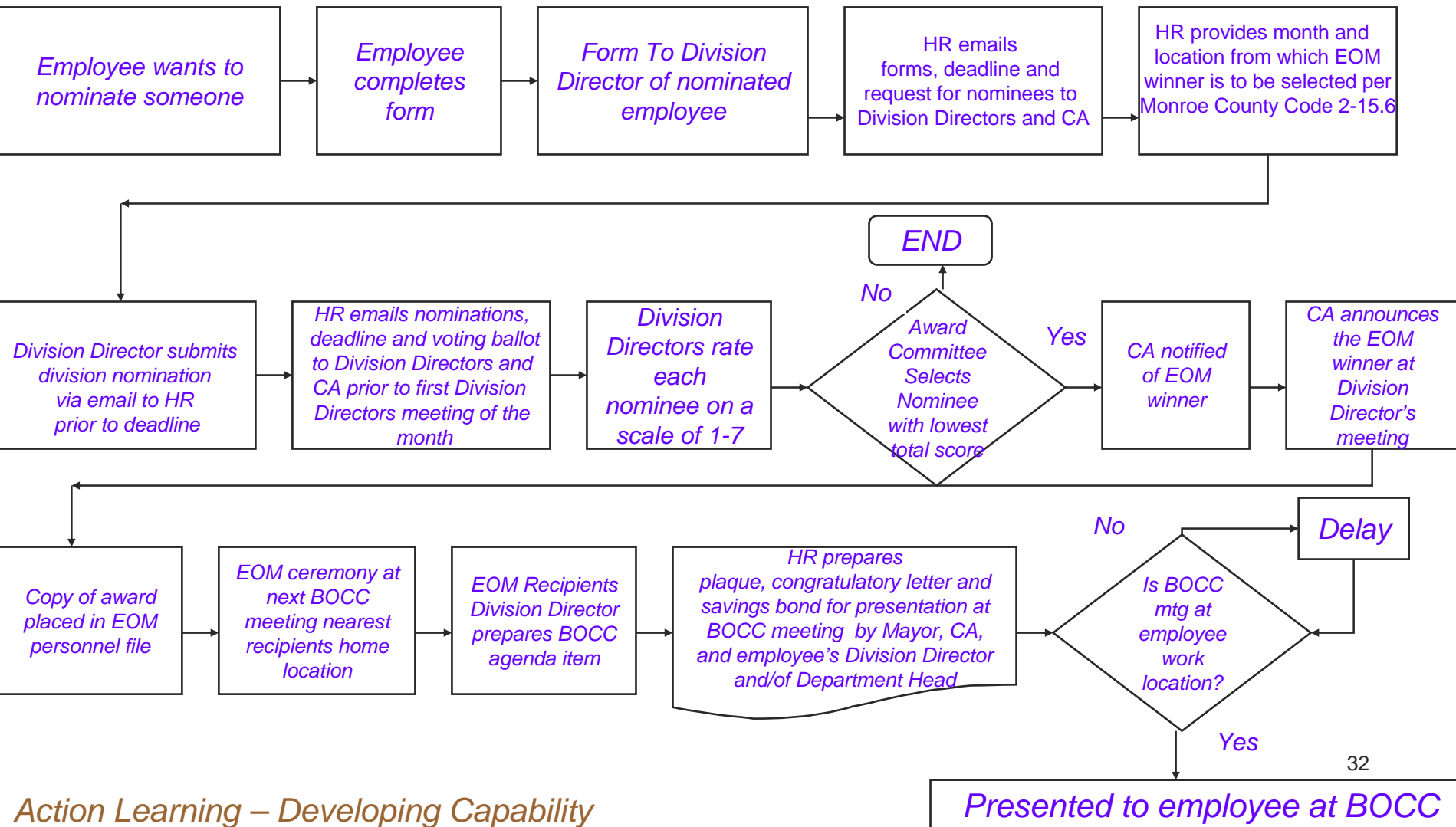
# Analyze

## WALK THE PROCESS EMPLOYEE OF THE MONTH





# *WALK THE PROCESS EMPLOYEE OF THE MONTH WRITTEN POLICY*

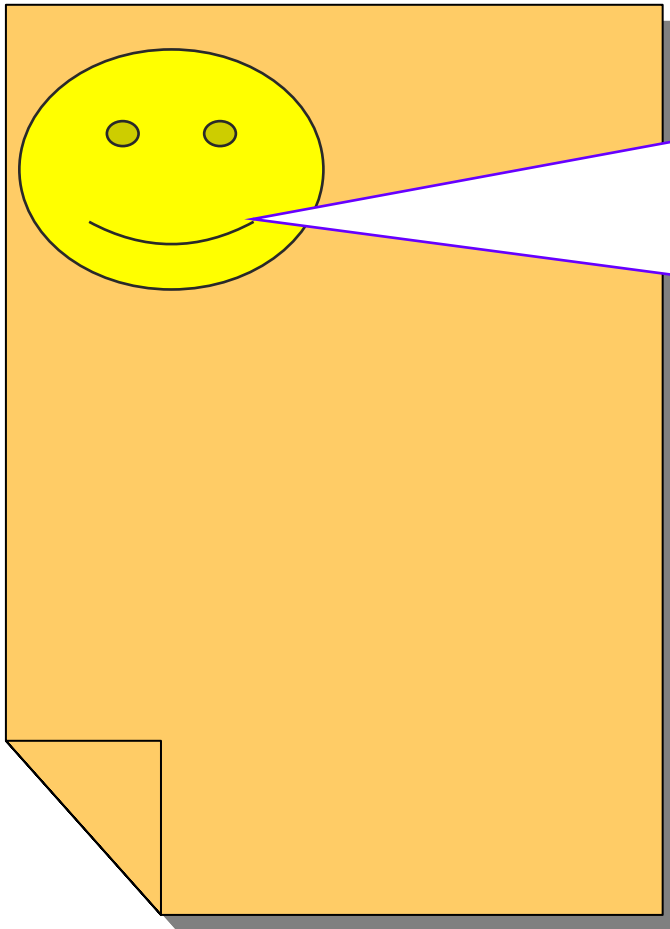






Analyze

# END TO END WITH NATALIE OUR NOMINATION FORM



*Hello  
My name is Natalie  
Nomination. I live in  
Monroe County Florida.  
You can find me on the  
Exchange or on a shelf in  
Employee Services. When  
I am picked up off the shelf  
or downloaded from the  
Exchange each month, the  
Employee of the Month  
Process begins.*



## LET'S FOLLOW NATALIE THROUGH THE STEPS OF THE EOM PROCESS

- Who wants to be Natalie?
- Using post-it notes, the team walks Natalie through each step of the process as it **ACTUALLY OCCURS**
- Identify gaps or opportunities for the EOM process to breakdown
  - Show multiple steps
  - Bottlenecks
  - Waiting time for actions to take place
  - Review steps
  - Rework



## COMPARING THE CHARTS, WHAT KIND OF QUESTIONS DO WE SEE?

- Where are the nominations coming from?
  - Which location – primarily lower and middle keys
  - Which division – Public Works and Engineering Divisions
  - Where do nominations originate? To be determined
  - Who wins? Established by administrative instruction (location and not division)
  - By month – documentation for Nov '05- Apr '06 only
  - By location – documentation for Nov '05- Apr '06 only
  - By division – documentation for Nov '05- Apr '06 only
- What is the selection criteria?
  - Considered for nomination?
  - Considered for movement from Director to meeting?
  - Considered by Directors before voting?
- Why do we not have 12 EOM each year? Why do we have 14? Catching up from other months. Awards not given several months due to hurricanes.
- Which one of the two charts represents what actually happens? Second chart-admin. instruction How else might we find out? Determine how voting takes place
- How does this differ from director to director? To be determined



## WHAT ANALYSIS ACTIONS CAN WE TAKE?

- Look at actual nomination forms for the past three years
  - ✓ What months did we award?
  - ✓ What departments did they come from?
  - How many were nominated?
  - How long did the process take?



# WALKING THE PROCESS MODEL

- Step 1 – Walk the flowchart of existing process
- Step 2 – Walk the flowchart of the written process
- Step 3 – Team walks the process as it actually occurs
- Step 4 – Compare charts
- Step 5 – Identify the gaps and opportunities for a breakdown in the process



Analyze

**IS THERE ANYTHING ELSE WE NEED  
TO ANALYZE?**

- Length of Service Award
- Letter of Commendation
- Turnover



# HOMework

- Letters of Commendation Process Ann, Pat
  - Service Awards Process Norma, Priscilla, Ranny
  - Turnover Lin and Linda
- 
- Flowchart the existing process as it is perceived
  - Flowchart the written process if available
  - Flowchart it process as it ACTUALLY OCCURS and highlight the gaps



## NEXT STEPS

- Review three additional processes
- Further information for EOM
- Begin Improve Stage





## NEXT MEETING – JUNE 22, 2006 IN KEY LARGO

- Can someone confirm the meeting room?
  - Key Largo--Priscilla
  - Food—email each other what bringing for lunch and breakfast--Ann
- Deadline date—June 2, 2006
- Let's Prepare our Agenda
  - 9:30—3:30
  - Complete Analysis of additional processes
  - Update EOM process
  - Review working agreement
  - Update Opportunity Statement
  - Review VMV
  - Convene—assess how well work together, goals, etc.
- Confirm our Agenda
  - Thumbs Up



## WHAT HAVE WE LEARNED TODAY ABOUT YOUR REWARD AND RECOGNITION PROCESS?

- Meeting Message: The purpose of this is to clarify what you feel about the meeting
  - Take a process, break it down, analyze it and figured out the gaps
  - Everyone was heard
  - More comfortable with the process itself and each other
  - Norma has an open mind
  - Alignment with Vision, Mission, and Values



# CONTINUOUS IMPROVEMENT

## WWW

- We worked well together
- Bringing in the food helped keep us focused and on task
- Process worked well
- Problem solving and analysis was successful
- Good group
- Freedom to move around

## OFI

- Needed more information about EOM process
- Not full team